



THE SECRETARY OF THE NAVY
WASHINGTON, D. C. 20350-1000

August 19, 2004

MEMORANDUM FOR DISTRIBUTION

Subj: NATIONAL SECURITY PERSONNEL SYSTEM

I need your help. As you are aware, the Department of Defense is in the process of developing and fielding a new civilian personnel system, known as the National Security Personnel System (NSPS). NSPS will revamp the civilian human resource system, the labor relations system and the system appeals process to create a new framework to more clearly align employees' performance to the Department's mission. The NSPS is an integral component of our transformation and national defense capability.

As we all realize, change is always difficult. It is generally resisted and takes leadership for accomplishment. Recognizing the obstacles to change, we have in place a comprehensive change management plan and deployment approach to address the significant cultural shift engendered by NSPS. The plan includes focus groups, town hall meetings, union collaborations, and the identification of change agents to develop and implement a change management plan for their respective Commands. Working groups, with representatives from across the Department, are currently meeting to develop options for the NSPS design. Once completed, NSPS will be deployed throughout the Department, in a phased approach, so system effectiveness can be assessed, stakeholder input evaluated and system enhancements made.

These initiatives need your personal leadership. You need to lead the NSPS effort within your command - to provide resources and to personally support proactive change management and the execution of our communications plan. You also need to carefully consider your Command's readiness to deploy NSPS and, as needed, to initiate strategies to prepare your workforce for NSPS implementation.

You are the key to successful implementation of NSPS. Since our people are our most valuable asset, NSPS has the greatest potential within the Department to dramatically accomplish the Department's mission and to provide an environment for our people to excel. Thanks for your commitment to make NSPS a success.

Distribution:
Echelon I & II Commands